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ABSTRACT

Papers presented at a session on management of library associations at the 1986 International Federation of Library Associations (IFLA) conference include: (1) "Medical Library Association: Organizational Change 1898 to Present--Illustrations from Continuing Education" (Raymond A. Palmer and M. Kent Mayfield, United States); (2) "The Why and How of CONSAL (Congress of Southeast Asian Librarians) as a Regional Library Association" (Hedwig Anuar, Singapore); (3) "Professional Associations Publishing--Information Transfer or Profit?" (Maija Berndtson, Finland); (4) "Why Another Association?--A Case for AMLA (African Medical Library Association)" (Solomon O. Oyesola, Nigeria); and (5) "Management of Corporate Libraries" (Tetsuo Senoo, Japan). (KM)

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MEDICAL LIBRARY ASSOCIATION. Organizational Change 1898-Present: Illustrations from Continuing Education

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INTRODUCTION AND METHODOLOGY

Although associations make up a part of the scenery of our daily lives, they have received little attention from researchers in the United States and Canada. The bases on which to interpret association change as a distinct form of organizational development are largely unexplored.

Albert Meister, foremost among European researchers of organizational behavior, has set forth the following maxim regarding associations: "Associations submit to the same process of growth...as other enterprises.(1)

His assertion is that principles of development, especially those pertaining to the process of change in organizations, can be cumulative across different applications. Fred C. Munson and Donald C. Pelz are more specific in suggesting that a number of phases, a series of stages, typify the process.(2)

They distinguish four major phases in the process of change and innovation which apply to Associations as well as other organizational structures:

Diagnosis - a problem is recognized, and the search for a solution is narrowed;

Design - an innovative solution is developed, adapted, or adopted and guidelines for action are established;

Implementation - the solution is put into action and may be evaluated to decide whether to expand, modify, or discontinue it; and

Incorporation - the practice becomes accepted as part of the standard operating procedure...no longer an "innovation."(3)

The paper which follows utilizes the Munson-Pelz framework as an "ideal" against which to appraise the activities of the Medical Library Association (MLA) in the field of continuing education. It is believed not only that the experience of the Medical Library Association will

conform to the "phase" framework but that the framework will also serve a heuristic purpose for other associations in identifying characteristic features in the change process.

DIAGNOSIS - PHASE I

The medical library profession evolved quite differently from some other specialties in librarianship. Through the end of the nineteenth century, medical libraries were primarily owned and maintained by physicians themselves. As the demands of medical practice heightened, libraries were increasingly cared for by medical stenographers, persons with clerical skills but generally no library skills. When the Medical Library Association was founded in 1898, its eight members included four physicians and four "librarians," only one of whom had attended even a summer course in library techniques.

From the Association's beginnings, the topic of education and continuing education generated debate among health sciences librarians. As early as 1912, the Association was engaged in considerable discussion regarding the desirability of special training for beginners (and even for experienced employees in medical libraries) held in conjunction with the Annual Meeting of the Association.(4)

Medical librarians were becoming aware of the need for specific training in medical librarianship. By 1925, the diagnosis, while limited perhaps, was certainly unanimous: Training for medical librarianship was inadequate, the need for a stronger base of general and professional education was acknowledged.

While debate continued and there remained some confusion regarding the issues in question, out of the discussion came the Committee on Training for Medical Librarianship and its effort to assess the needs of medical librarians for education and training.

DESIGN - PHASE II

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The Medical Library Association identified three strategies to address the need for more adequate training for medical librarianship, each representing a different approach to the problem as it was understood at the time: publications; liaison with library schools; and continuing education.

It is the third approach which merits careful attention, because it represents an implicit model for much that has transpired in association life over the years.

Continuing Education courses, proposed many years earlier, were first held on an experimental basis preceding the Annual Meeting of the Association in 1958. The "refresher" courses, as they were known, derived from a similar program developed by the American Society of Anesthesiologists. They were based primarily on the HANDBOOK OF MEDICAL LIBRARIAN PRACTICE, an authoritative but somewhat limited source. The enthusiastic response they received attested to a recognition of a real need and to the appeal of the format in which they were presented. By 1960, however, the blush was off the rose. Estelle Brodman and others, most notably David Kronick, challenged the program on the basis of purpose, content, format, and locale.(6) For these people the refresher courses were already stale or "gave the student what he should have learned in library school," when what was most needed was "to catch up with and review the advances in our fields, as well as to identify new areas of interest which are relevant to our work."(7)

The Board of Directors asked Dr. Brodman to develop new approaches.

Experimenting with New Forms

In 1961 and 1962, substantial changes were noted. The basic workshop on medical library techniques was supplemented by an advanced course on literature searching methods. Students received prepared syllabi and bibliographies, and instructors were given materials to improve their teaching skills. Seminars on Information Sources, planned

to widen the participants knowledge of areas important in reference work, were held as a part of the 1962 meeting. Topics included medical economics, administrative medicine, translations, directories, and bibliographical information.

The Board of Directors was generally pleased with the 1962 seminars and intended that they should be offered in a similar format the following year. However, instead of a limited number of topics, a large selection was offered. Instead of group discussion based on prior preparation, lectures dominated. Syllabi were prepared individually and coordination between instructors was notably absent. "In some instances, the outline of the course as given to the Committee differed considerably from what was finally presented."(8)

Dr. Frank Bradway Rogers, then President of the Association, appointed a committee in 1962 to study the problems and make recommendations. After nearly two years of study and deliberation, the committee presented 14 recommendations, which Dr. Brodman summarized in a paper given at the Third International Congress on Medical Librarianship. "One of the proposals made was for a series of graded courses to be taken over a number of years; another was for standardization in what was taught; a third was for a peripatetic 'school,' brought directly to the local area..."(9) As in the past, the content of future programs was assumed to include reviews of current practices and methods, updates on changes, and advances in librarianship and related fields, especally medicine; practical workshops in which to gain new skills; and attention to the theoretical and philosophical foundations of medical librarianship. (10)

MLA courses took on a format which remained stable for the next two decades--one day courses accompanied by a syllabus developed under specific guidelines and taught by an instructor meeting established

criteria of subject expertise and documented skill in the classroom, and paid for by the participant.

The number of courses grew each year. Two courses were offered at the 1964 meeting in San Francisco. One was a more practical "hands on" seminar, Basic Punched Card Principles for Librarians; the second, Implications of Machines in Libraries - Social, Economic and Administrative, was more theoretical. A total of 198 librarians participated. By 1974, the list of courses had grown to twenty with 729 registrants.(11) Courses were made available for presentation at regional meetings beginning in 1965. The number of those presentations rose steadily into the early 1980's.

As the number of courses presented and the number of registrants to serve grew, the work of the Continuing Education Committee changed considerably. From the first it was a labor-intensive committee, with major direct responsibility for carrying out the full education program of the Association resting in the hands of members.(12) Specific activities included: planning and developing new courses and syllabi; reviewing existing courses for deletion or revision; printing and maintaining an inventory of syllabi; maintaining a roster of qualified instructors; securing classroom facilities; brokering courses to non-MLA groups; evaluating each course and each instructor; and handling honoraria and transportation for instructurs. The program continued with even more courses and more presentations. As Fred W. Roper noted in 1974, "...the Committee has been so involved in course presentations that it has been difficult to carry out and the developing of new courses and formats for presentation.(13) The management role for the Committee, both in its complexity and in the workload required to fulfill its responsibilities, had intensified sharply.(14)

The increasing load on the members in managing Association activities, especially the formal eductional program, coupled with a growing demand for more sophisticated and extensive services to members in a changing professional environment prompted forward looking members of the Association to recommend in 1972 the employment of a full time professional as Director of Education.(15) With the appointment of Julie Virgo as Director of Education, MLA was exploring another strategy in meeting the educational needs of its members, while retaining its strong, historic affiliation with the practicing librarians in the field to whom it gave major responsibility for the planning and development of new courses and formats.

IMPLEMENTATION - PHASE III

During the next several years, as professional staff at the Association Headquarters assumed responsibility for the time-consuming administrative and clerical tasks, a number of refinements to the program were introduced. A manual for course developers and instructors was developed in 1975 and a two-day course, Teaching Skills for Library Educators, became the keystone of an apprenticeship program for new instructors.(16) New course development and instructional formats were explored. The Association worked closely with the National Library of Medicine and the National Medical Audiovisual Center and in early 1979, Robert Berk taught the Association's first course using the University of Wisconsin Telephone Network.(17)

Attendance reached an all time high with the 1978 Annual Meeting in Chicago: 40 courses, 65 presentations, 1,496 individuals enrolled. (18)

The appointment of the Director of Education had afforded the Association an opportunity to have a more stable, permanent and fiscally sound program than could have been accomplished by volunteers alone.(19) MLA's role in continuing education had grown to include liaison with

other organizations, teacher training, and record keeping for members, as well as brokering services to the profession-at-large, all functions based primarily at the Association Headquarters, managed by professional staff.(20)

By 1982, a pattern of shared administration was well established. The transition from a volunteer to a paid professional staff was all but complete. Operational efficiency and improved service to members were widely acknowledged. Far from diminishing the sense of member involvement, the collaborative approach to program management in education allowed the Continuing Education Committee to focus its attention in areas where expertise in librarianship and knowledge of the profession counted.

It was equally clear that the transition to a new mode of management and the rapid expansion of services required greater standardization in procedures, attention to quality control and fiscal accountability, and the establishment of long-term goals rather than short-range objectives.(21) Expanded services were well received, but expenses were accelerating as well, often outstripping the Association's ability to recoup costs.(22) Lacking timely, accurate budgetary information the Committee was ill positioned for market analysis, experimentation, or the negotiation of new fiscal policies.

Anthony Aguirre spoke for most Committees during these years in his 1981 report to the Board of Directors. "There is still a feeling... that we are responding to immediate problems and needs on a piecemeal basis and lack the context of an overall plan...; an intensive planning effort must be undertaken if the quality of our educational program is to be maintained."(23)

INCORPORATION - PHASE IV

Continuing Education was not alone in calling for an association-wide initiative in planning. Nancy L. Lorenzi had acknowledged the need

and made it a priority when she was nominated for MLA presidency in 1981. "We must do more strategic planning," she said.(24) What she wanted, simply put, was "an expression of organizational intent, a delineation of strategies to achieve specific aims, plans to implement selected strategies and ongoing evaluation of all programs and services."(25) Strategic planning not only marked her term as President, but also served to bring the professional staff, the Board of Directors and members of the Association together as a "unified, synergistic body."(26)

In November 1982, President Lorenzi named an Ad Hoc Committee charged with "developing a conceptual integrated framework for MLA's professional development program to include the continuing education, certification and recertification activities of the Association."(27) Over the next 16 months the Committee drafted and redrafted recommendations which were to define and direct a new program entitity, incorporating a wide range of activities, all of which were redesigned to support the professional growth of members. While these recommendations in themselves merit attention, and their impact was described during the First World Conference on Continuing Library Education preceding the 1986 IFLA General Conference,(28) the process by which they were derived illustrates an important step in the transition from the management of the Association by volunteers to one in which management was largely in the hands of paid professional staff.

The Ad Hoc Committee on Professional Development was composed of three members, each with a distinguished record of professional service, a Liaison from the Board of Directors, and the new Director of Education. The Committee looked to the Director of Education for overall guidance in planning, composing the original working papers for the Committee, and in synthesizing Committee materials into consensus documents. The Director of Education was a full working partner in

planning, shaping policy recommendations, and designing program options. Here was a persuasive and tangible prototype for association management which complemented strategic planning by expecting leadership in the process from professional staff working full-time in a single location at Association Headquarters to maximize the effectiveness of members working remotedly with only occasional opportunity for face-to-face contact.(29)

The Board of Directors moved swiftly to restructure programs according to areas representing the scope of activities in which the Association was involved.(30) The purposes set forth by the Board were straightforward. The new organization was to "direct efforts toward strategic planning goals; give unity and cohesion to related activities; improve communication and coordination among groups working on similar projects; and use the human resources available most effectively."(31)

In this design, the Program Director would provide the "central operational link between committees in a his/her program area, the Executive Director and the Board."(32)

Today, the Medical Library Association is organized to pursue its mission in four program areas: General Membership Services; Communications; Information Issues and Policies; and Professional Development which includes Awards, Honors, Scholarships and Grants; Continuing Education; Credentialling; and Conference Coordination. Each program area is headed by a full time, paid, professional director.

Although the Association is organizing its present efforts in these areas, the areas could and doubtless will change as a part of ongoing strategic planning. Less likely to change is the strong need for unified direction, planning and oversight and the role of professional staff as the "pivotal force of the Medical Library Association." (33)

COMMENTS AND CAVEATS

The foregoing "case study" from the Medical Library Association suggests the following:

1. Applied to the experience of MLA, the "phase framework" does help explain a phenomenon, which might otherwise seem unique or random, as one which followed a natural pattern of development common to the introduction of new practices in an organizational setting.

   Caveat: The device has limited applicability. It is not to be understood as an arbitrary rule or "universal" fact of organizational life. Other groups may not yet confirm what has been validated in one case study.

2. The process of innovation and change is iterative rather than final. Through each progressive "phase," aspects of an earlier "phase" appear and are integrated into current activity. MLA did not cease diagnosing the needs and problems with which it was confronted with the onset of "design" related effort. Nor did it turn away from design when the focus moved to "implementation" of new strategies for management.

   Caveat: Use of the term "phase" does not imply that the sequence is invariant, but rather that the sequence is violated only at some risk; if an earlier stage is ignored, the likelihood of failure at a later date is increased. Implementation of a new tactic without due attention to diagnosis and the review of optional responses (designs) is dangerous. Successful incorporation of an innovation depends, if the MLA experience is valid, in large part on its congruity with the needs and demands for which it was the "best response." An innovation must "fit." It must serve a purpose other than that of conceptual elegance or logic.

   Furthermore, while it may be recognized that change occurs in stages, there is a tendency to overlook how protrac-

ted this process may be and how much effort is required at each stage.

3. Incorporation of an innovation in an association, as in society-at-large, depends upon a number of factors, especially those determined by an association's history, its collective and often informal memory, its "culture," and its mission in and on behalf of society.

Caveat: It follows that what suits one organization may fail miserably in another. Wholesale "borrowing" of strategies and tactics from other associations is as risky as it is enticing. Organizations are well advised to "reach deeply into their shared values, beliefs for the truth, and courage to see them through."(34)

The Medical Library Association has moved well beyond its own imaginings in the last 88 years. What has been described is a dynamic process taking fresh forms of expression from year to year, seeking constantly to embody what has been envisioned, and to aspire to higher levels of service. It is a process which holds promise of serving other associations which seek to understand their development better and to shape their future in practical ways.

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Division: *MANAGEMENT & TECHNOLOGY*

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The Why and How of CONSAL as a regional library association

By

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The WHY and How of CONSAL as a regional library association

by
Hedwig Anuar

Origins

CONSAL, or the Congress (originally Conference) of Southeast Asian Librarians, was founded in Singapore in August 1970, when representatives from the library associations of Cambodia, Indonesia, Malaysia, the Philippines, Singapore, Thailand and South Vietnam ratified the first constitution. The constitution defined Southeast Asia as including the countries of Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand and Vietnam, and participants at the first CONSAL came from all these countries except Brunei, Burma, Laos and North Vietnam.

Many factors contributed to the establishment of CONSAL. Perhaps the most important was the growing sense of regional or Southeast Asian identity, fostered particularly by the formation of the Association of Southeast Asian Nations (ASEAN) in 1967, membership of which was confined to the countries of Indonesia, Malaysia, the Philippines, Singapore and Thailand, and of the Southeast Asian Ministers of Education Organisation (SEAMEO), with its wider membership embracing peninsular and island Southeast Asian countries. Through the proliferation of cooperative projects and the setting up of various regional centres engendered by these and other regional and international organisations, particularly Unesco, Southeast Asian nationals, hitherto cut off from one another by their largely common colonial past, were getting to know one another and beginning to work together successfully on common problems in the economic, social, cultural, scientific and technical fields.

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Southeast Asian countries had also reached a stage where the rudiments of an infrastructure of library services had been developed in most of the countries, in terms of the setting up of national, academic, public, special and school libraries, the provision of national bibliographical services and of indigenous printing, publishing and bookselling activities. With the exception of the Philippine Library Association, founded in 1923, which is the oldest library association in the region, the other national library associations were founded after World War Two. Those of Indonesia and Thailand were founded in 1954. The Malaysian and Singapore library associations had a common origin in the Malayan Library Group founded in 1955, which became the Library Association of Malaya and Singapore in 1958 and later split into two associations from 1960, following the attainment of independence by the then Federation of Malaya in 1957. The Burmese Library Association was founded in 1958 and also that of South Vietnam, which was succeeded by an Association of Vietnamese Library Workers in the Socialist Republic of Vietnam, while the Laos Library Association was formed in 1972, after CONSAL I.

Contacts on an institutional, association and personal basis were also very important. Academic, national and special librarians met at regional and international conferences organised by Unesco and other organisations and subsequently developed close ties of friendship and cooperation. If I may mention a personal example, I first met the late Winarti Partaningrat, then Director of the Indonesian National Scientific Documentation Centre (PDIN) and a fellow founder of CONSAL, as far back as 1961 at a Unesco conference. Another example is that of

the Thai Library Association, led by its President who was also then Director of the National Library of Thailand, which toured Malaysian and Singapore libraries in 1964.

On the international level, Southeast Asian area studies were rapidly developing due to the various economic and political interests of a number of countries outside the region. Consequently there was a new interest in collection development and bibliographical control of Southeast Asian materials, reflected in the setting up of the Committee on Research Materials in Southeast Asia, Association of Asian Studies (CORMOSEA) in the United States, the Southeast Asia Library Group (SEALG) of libraries in Britain and Europe and the Southeast Asian Research Materials Group in Australia.

In April 1969, CORMOSEA and the East-West Center sponsored a Conference on Southeast Asian Research Materials held at Puntjak, Indonesia, and hosted by the PDIN, which brought together a number of scholars from outside the region as well as leading librarians and archivists from within the region, the latter group being already well known to one another. One of the resolutions of this Conference was that "a regional group of librarians in Southeast Asia should be formed, preferably as a branch of IFLA, which would

a organise regular conferences on Southeast Asian library problems

b set up subcommittees to study and make recommendations on specific matters, eg, library training, acquisitions, bibliographical services etc."[1]

It was not by chance that the two library associations which took up the challenge to initiate the first formal meeting of Southeast Asian librarians with a view to forming such a regional group or organisation were the Library Association of Singapore (LAS) and the Persatuan Perpustakaan Malaysia (PPM) or Library Association of Malaysia. Though the two Associations had become separate ones since 1960, their common origin, geographical proximity, relatively small membership and historical and personal ties enabled them to continue to maintain close and cooperative links through a Joint Liaison Council which met twice a year; joint standing committees, one on library cooperation and bibliographical services and one on library education; and a joint journal. They had also gained valuable experience in the organising of joint conferences and seminars held either in Kuala Lumpur or Singapore. The first was a Conference on the Acquisition of Malaysian Materials in 1965 (before Singapore's separation from Malaysia) and a Joint Conference on the Role of Public Libraries in National Development in 1967, both held in Kuala Lumpur. This was followed by a Joint Seminar on Planning for the Seventies held in Singapore in 1969.

Following a report to the Joint Liaison Council on the Puntjak Conference, the LAS and the PPM decided that the next joint conference scheduled to be held in 1970 should be held in Singapore and jointly hosted as the first Conference of Southeast Asian Librarians. In drawing up a provisional constitution for the proposed regional association for adoption at the first Conference, the organisers were mindful of the failure of an earlier regional library association, the

Asian Federation of Library Associations (AFLA) formed in Tokyo in 1957. This had never got off the ground as the barriers of language, politics, communications, structure and finance proved too formidable. Hence it was envisaged that CONSAL would be a looser and more flexible organisation, with limited objectives as follows: "to hold conferences of Southeast Asian Librarians at least once every three years in order

a To establish, maintain and strengthen relations among librarians, library schools, library associations and related organisations in the region

b To promote cooperation in the fields of librarianship, bibliography, documentation and related activities in the region

c To cooperate with other regional or international organisations and institutions in the fields of librarianship, bibliography, documentation and related activities."[2]

Constitution

These objectives have been unchanged since 1970, but the clause on official delegates, originally confined to

"i librarians workng or resident in the region and

ii representatives of libraries, library schools, library associations and related organisations in the region"[3]

was amended at CONSAL IV held in Bangkok in 1975 to provide for two categories of membership, as follows:

a national membership, confined to

i the national library association, and

ii the national library and all libraries and related organisatins within the member countries and

b associate membership open to

i libraries and related organisations of non-member countries, and

ii individuals interested in the objectives of CONSAL.

CONSAL does not have a permanent secretariat or paid staff (although the Malaysian, Philippines and Thai Library Associations do). Instead, the constitution originally provided for a CONSAL Committee consisting of

"a The Executive Board comprising the following office-bearers who shall be residents in the host country: Chairman, Vice-Chairman, Hon Secretary, Hon Treasurer and

b two members from each participating country in the region other than the host country."

From 1975, the constitution has provided for a larger Executive Board of three members from each participating country other than the host country, one of whom would be nominated by its National Library.[4]

It is the responsibility of the CONSAL Committee and particularly of the Executive Board

"a to implement the resolutions adopted at the previous meeting

b to organise the next meeting of CONSAL, and to publish its proceedings

c to submit a report of all its activities and a financial statement to the subsequent meeting of CONSAL

d to set up such committees as deemed necessary

e to publish a newsletter, journals and other publications."[5]

Activities

CONSAL has now held six conferences. The first, on the theme of regional cooperation, attracted 105 participants and 15 observers. CONSAL II was held in Quezon City, Philippines in 1973 to coincide with the Golden Anniversary of the Philippine Library Association. Its theme was library education and it had 147 participants from the five ASEAN countries and South Vietnam and 17 observers. CONSAL III, held in Jakarta, Indonesia, in 1975, was on the integration of library, archives and documentation services. Jointly organised with the South-east Asian Regional Branch of the International Council on Archives (SARBICA), it had 183 participants and 23 observers. CONSAL IV was held in Bangkok in June 1978 on the theme of regional cooperation for the development of national information systems in Southeast Asia, attracting 277 participants and nine observers. CONSAL V, held in Kuala Lumpur, Malaysia, in May 1981, was on access to information, with 360 participants and 29 observers. CONSAL returned to Singapore with

CONSAL VI, held in May 1983 to coincide with the National Library's Silver Jubilee. Its theme was the library in the information revolution, and it had 347 participants and 70 observers. CONSAL VII is due to be held in Manila in early 1987 in view of IFLA holding its Conference in Japan this year.

From CONSAL III onwards, the Southeast Asian participants were the five ASEAN countries of Indonesia, Malaysia, the Philippines, Singapore and Thailand. All proceedings of CONSAL have been published by the host library association, providing a wealth of information on library developments in the ASEAN region. CONSAL has also been instrumental in serving as the catalyst, either directly or indirectly, for a number of successful national and regional projects, including "national directories of libraries which each country has produced since the 1970s; the Directory of Southeast Asian librarians published by the University of the Philippines Library in 1980; the Southeast Asian Microfilms Newsletter, started in 1972 and the Regional Microfilm Clearing House set up in 1971, undertaken by the Institute of Southeast Asian Studies Library in Singapore as a joint CONSAL-SARBICA project; the Masterlist of Southeast Asian Microforms, also a joint CONSAL-SARBICA project, published in 1978 and continued by the National Library of Singapore, which produced the first Supplement in microfiche format in early 1985; and a CONSAL Directory of Library Supplies and Equipment, issued in 1983."[6]

New initiatives which CONSAL supported but did not directly sponsor include the International Serials Data System (ISDS) Southeast Asia Regional Centre established at the National Library of Thailand in

1975 and the setting up in November 1978 of the National Libraries and Documentation Centre-Southeast Asia (NLDC-SEA) Consortium, consisting of the national libraries of the ASEAN countries and the PDIN.

Financing

As is the practice with the LAS/PPM conferences, it is the representatives of the host country who are the office-bearers of the Executive Board who are responsible for obtaining funds for each CONSAL conference. Such funds are required mainly for

a airfares and accommodation for the members of the CONSAL Committee and presenters of Conference papers

b hire of conference hall, meeting rooms and secretariat expenses such as typing, postage, telexes, stationery and transport

c distribution and publication of conference papers and proceedings and

d hospitality.

From 1975, the constitution provided for membership subscriptions and gave authority to the Executive Board "to negotiate and receive gifts, bequests and subventions directly from international organisations, governments, public and private institutions, associations and individuals."[7]

Thus each host library association has been free to tackle the task of fund-raising in a variety of ways. Funds have been solicited from foundations in the region, such as the Lee Foundation,

the Asia Foundation, the Sabah Foundation and the Fund for Assistance to Private Education, banks, oil companies, computer firms, publishers, booksellers, binders, printers, individuals and any other sources supportive of books and libraries. Airlines, hotels, tourist and travel agencies have helped with special rates for airfares and hotel accommodation. Governments and universities have also provided much assistance, particularly in the form of conference facilities and hospitality. Organisations outside the CONSAL region, such as Unesco, IFLA, the Commonwealth Foundation and the National Library of Australia have also provided generous support.

Apart from soliciting of donations, funds for CONSAL VI were also raised through advertisements in the CONSAL programme and the CONSAL Directory, higher registration fees for participants from non-CONSAL countries, and exhibition fees as well as smaller fund-raising events such as a concert and a bazaar. CONSAL VI also departed from previous practice in getting a commercial publisher to undertake the publication of the proceedings, which were thus published within six months of the conference.

Much work also depends on the support of the larger institutions, such as the national and academic libraries, which are able to absorb costs more easily than smaller libraries, and on the voluntary work of individual librarians.

Where projects are concerned, it is clear that they can be successful only when assigned to a particular library which has the resources to carry them out or is able to seek the financial or other assistance required for carrying out the project.

With cost-cutting measures being implemented by governments at this time of economic recession, it is likely that CONSAL will have to work even harder to justify government or institutional support as well as to find new sources of financing for future conferences and other activities.

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IFLA

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Professional Associations Publishing: Information transfer or profit?

by

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Maija Berndtson

PROFESSIONAL ASSOCIATIONS PUBLISHING: INFORMATION TRANSFER OR PROFIT?

The purpose of this paper

Library associations generally operate on a idealistic basis. The aim of the Finnish Library Association (FLA) is stated in the rules as follows:

> The FLA is to promote the development of the library services, make people aware of the libraries' social and academic roles and their cultural significance and to enhance the professional skills on those involved in the library field."

Library associations cannot, however, function without earnings. The core of this paper therefore is, whether it is possible to combine idealistic and profit-making activities? Whether it is feasible to produce publications useful for the library field and also helpful when developing different functions, which are profitable at the same time? And which are the presequisites of profit-making publishing?

Angle of approach

I will view library associations' publishing through experiences of the Finnish Library Association. By presenting our own publishing and practical examples of it I hope to be able to focus on the questions relevant in publishing.

Background: the Finnish library system

Finnish libraries are of a high standard. In each of the 461 municipalities there is a public library. All in all there are 1500 library units in the country and service is additionally provided by 230 bookmobiles.

Since 1928 activities of the public libraries have been regulated by the Public Libraries Act. In 1961 the library legislation was renewed. At this point state subsidies increased considerably; libraries on rural municipalities covered two thirds (2/3) of their expenditure with government subsidies, city libraries one third (1/3). On 1986 a new Library Act came into force, which, however, does not define state financing shares. At the moment Finnish public libraries receive state subsidies for 60 % of their expanses on an average.

The network of research and academic libraries, which largerly is based on university libraries, is also rather highly developed, even if it suffers from lack of resources more than the public libraries. Research libraries are not regulated by laws and do not form an administrative system corresponding to that of the public libraries. Research libraries are part of the administrative system of their respective organisation (e.g. the university concerned).

THE CONSTITUTION

The significant aspects of the Constitution adopted in Nairobi were (i) the proper Name for the Association; (ii) the Objectives and (iii) the Functions.

(i) The Name: The African Medical Library Association

It is my opinion that this body should adhere itself right from the start with the international tenets of AMLA's precussors and forerunners. Therefore, it should not be called or referred to as the Association of African Medical Librarians this is very narrow in scope, and philosophically untenable.

Furthermore, it is believed that the present name can even be changed to reflect more exactly on the present membership composition and join the 'modern' and 'broader' concept of health science information service professionals. It may, in future be renamed the (AHLA) African Health Libraries Association. It is a more realistic stance because the members are practising librarians in all health sectors including nursing schools or colleges, veterinary and research institutes, general or government hospitals; institutions and, of course, medical schools and/or colleges of medicine libraries all over Africa. This is reflected in the name adopted by Canadian Health Libraries Association for example. There is indeed more to a name.

Maija Berndtson

The Finnish Library Association - a presentation

The FLA was founded in 1910, 7 years before Finland gained its independence in 1917. Presently the FLA has about 2800 individual members, most of which are working within the library field, though there are also representatives of other groups, e. g. municipal politicians. The majority of the members are from public libraries. Some librarians from research and academic libraries have also joined the FLA, but hardly any information specialists.

Briefly the activity on the FLA can be described as follows:

Protection of library interests

- for example following up and supervising governmental subsidies to the library system, in order to prevent unfavourable trends from the library point of view

Information

- for example arranging the national library week and choosing the Librarian of the year

Training

- 4-5 library orientated courses annually (duration 2 or 3 days)

International affairs

- participating on international meetings, organizing study tours

Publishing

- 5-8 library publications annually. In addition to books published by Library Services Ltd these are practically speaking the only Finnish publications related to the library field

Journal

- the FLA publishes a periodical called Kirjastolehti (The Library Journal) with 11 issues annually, the circulation of which is about 7800 copies. FLA members get the journal in exchange of their membership fees. Many libraries and members of municipal Library Boards are also subcribers.

Committees

- within the FLA six standing committees are operating representating different spheres and experts of the library field. The committees deal with matters concerned with bookmobiles, library assistants, hospital libraries, children's libraries, music libraries and information technology

For all these activities a staff of 7 works at the office of the FLA: The Executive Director, the Assistant Editor-in-Chief of the Library Journal, the Information secretary/ Editor, a part-time Training secretary and an office staff of three.

The activity of the FLA is financed by membership fees and state aid, plus surplus from training and publishing, from the Library Journal and investments (e. g. income from interest). The greater part of financing stems from membership fees and state aid. For many of the associations you are representing, this concept of state aid is totally unknown.

Publishing

From the above presentation it is clear that publishing is only one of many activities carried out by the FLA. On the other hand it is an activity that has given surplus. During the last few years the basis of publishing has therefore been that publications should make a profit. Topics of discussion have not so much been whether it is fair to the members that publications are profitable, but rather the dilemma of producing high quality publications and still make some profit.

The history of publishing

Before I describe the present situation of FLA publishing I would like to view briefly its history. During the very first years, in the 1910's the FLA published a few books, e. g. about Criteria for selecting books for libraries, but after that there was a pause in publishing that lasted all the way to the 1940's. Typical of publishing in those days was that the publications were mere booklets dist.ibuted free of charge to all main libraries. Such a publication was for instance the booklet about Rural libraries, which included articles about library construction and presentations of different forms of library activities. Publishing in these years was thus purely library information for libraries and had nothing to do with profit-making. Printing costs were kept down and editors and writers contributed out of good-will.

In the 1950's publishing grew, still dealing mainly with selective book lists and directories of librarians. The real "boom" in publishing came in the 1960's when the FLA moved into an office of its own and employed staff. At the same time the library system developed, as the new Library Act came into force in 1962, increasing government aid for public libraries considerably.

Publications of the FLA

Now, almost 30 years after the actual publishing started, the FLA has published about 50 different books and booklets. Nearly all of them can be fitted into the following categories:

1. Handbooks to running libraries
2. Handbooks according to function (children's, music, hospital and mobile libraries)
3. Library management and planning
4. Classification guides
5. Who is who in librarianship
6. Selective book lists
7. The library year-book
8. The library calendar (1974-1977, after which it has been published by Library Service Ltd.)
9. Exchange of views, serial on "Discussing the library" for current topics
10. Presentation of Finnish library activities (in foreign languages for international us
11. Research related to the library field
12. Reports from meetings and seminars
13. The history of the library field and the FLA
14. Guides for municipal politicians involved with libraries
15. Translations into Finnish from other languages (only one)
16. Presentations of Finnish children's and juvenile books and their authors

In the appendix some FLA publications are listed according to this grouping.

Publishing today

Nowadays the FLA publishes approximately 5-8 library related publications annually. Because publishing is not very profitable, the aim is to produce only a few, but instead more high-quality publications.

In practice the publishing is organized as follows. Within the FLA the Board appoints a publication division to deal with publishing matters. This division consists of 4 member and a chairman, one of which is also member of the FLA Board. The Executive Director

and a representative of the publishing firm Library Services Ltd are permanent members of the division. This arrangement shows something typical of FLA publishing; the FLA is publisher and the Library Services Ltd,(1) a supplying agency for the library field, is the publishing house. The collaboration is based on an agreement, according to which the publication division decides the outlines of publishing the books to be published annually. It also names the person responsible or a working team for each publication. Library Services Ltd then looks after the technical matters of producing the publication: draws up the agreements with writers, takes care of the printing, answers for the get-up and also looks after the marketing and selling.
Financially the agreement is based on the deal that the FLA gets a certain percentage of the income of the book after the costs of producing it have been covered.

The interesting feature of FLA publishing is precisely the co-operation with Library Services Ltd, as this firm in a way is the only competitor in library publishing.

A condition for this co-operation is, however, the distribution of work within publishing. It's not easy to define clearly and simply, but roughly one could say that Library Services Ltd publishes different kinds of selected lists, seminar reports, the library calender, cataloguing guides (whereas classification belongs to the FLA.) literary reviews and statutes. One important element in both the co-operation and dividing the work is the fact that the FLA owns 77 per cent of Library Services Ltd.

All things considered, the publishing system of the FLA is rather well developed and naturally not possible everywhere. It is, however, worth underlining that the present system was started as late as 1981. Long before that the FLA was publishing actively, partly on a quite voluntary basis, partly through the efforts of its employed staff (2-3 persons).

(1)
Footnote:

Library Services Ltd is a business firm operating as a supply agency for the library field, offering i. e. centralized cataloguing and indexing services (card production). book binding library material, furniture and equipment. Similar enterprises are Bibiotekstjänst inSweden A/L Biblioteksentralen in Norway, Bibliotekscentralen in Denmark and NBLC Dutch Centre for Public Libraries and Literature.

Professional Associations Publishing - Information Transfer of Profit?

Finally, before I try to answer the question at issue, I will view it both from an information transfer and a profit making angle.

Information transfer?

Is it at all necessary that library associations act as publishers? And what kind of information are they mediating or should they mediate? Seen with Finnish eyes one could also add: Why is the FLA producing library literature in Finnish when there are problems of profitability and almost all Finnish librarians have an education that should enable them to read English literature? And what about countries with English or French as second official language? Is there any sense in producing national or local publications under circumstances like these? I think the answer is easy to give: there is a need for such publications.

My arguments relate to the need of associating internationally and nationally: it is important to get to know international thoughts and trends, which, however, are really useful only after having been adapted to local circumstances. For instance IFLA is an important developer of library systems on the international level, but rather seldom can we directly make use of plans arisen there. Most countries probably have made their own adaptations of international classification and cataloguing rules. International library standards suitable everywhere hardly exist; also they need local adaptations. The role of such an "intermediary" or "filterer" from international to the national level is best suited for library associations, and consequently also the publishing for their own readers. These thoughts are partly verified by the fact that FLA publications include only one direct translation into Finnish.

Seen from the information transfer angle publishing has another role as well. Professional literature on a national basis adds to solidarity and offers a chance to independent and original solutions. Professional literature also seems to increase the prestige of the field. Moreover, what other quarter would publish library literature if not the associations? At least in Finland not one single, purely commercial publisher has been particularly keen on publishing library material. Commercial publishers operating on limited language markets will hardly spontaneously start publishing this kind of literature, and therefore the least library associations can do - if they can not take up publishing themselves - is to pressure commercial publishers towards publishing literature the association feels there is a need for.

Profit making?

Having complained that profitability of FLA publications is poor, it is, however, a fact that publishing really has made a small profit recently. It has not been easy to achieve it, because in a small country like Finland and with less than 5 million people speaking the language, markets are always small. When each edition is limited, production costs are high.

Even though the aim of FLA's publishing nowadays is making profit, we have thought about the prerequisites of publishing and come up with the following list:

- the production costs of publications must get covered by sales or by subsidies, then "bestsellers" have to be included in the programme so that the costs of non-profitable publications can be covered

- fewer high-quality publications rather than many titles

- make a survey of what there is a need for, but also keep in mind what will sell, when making the decisions (Look at the list of FLA publications in the appendix and appraise which books are both necessary and profitable!)

- follow up production costs and always ask for offers

- follow up edition figures and what gets sold; books left in stock are always a burden

- market as efficiently as possible

Professional Associations Publishing: Information transfer and profit

With reference to the arguments I have presented, my answer seen from the FLA point of view to the question put in the theme of this paper is: publishing is both information transfer and profit making. That is how it should be in my opinion whe library systems are highly developed, professionals are numerous and the library association has traditions stretching many decades backwards. But - and this I stres strongly - there was a time also in the history of the FLA when it was considered more important to produce modest, low-cost booklets, the distribution of which (particularly the distribution free of charge) was then as widespread as possible.

This happened at a time when the Finnish library system was not yet developed and the FLA considered it more essential to develop libraries than to produce publications for sale. This I think is the core principle of publishing within idealistic organisations such as library associations: as the aim of most associations probably is to develop the library system and the profession. it should be estimated when it is best to concentrate on altruistic promoting of the library field and the profession, and when the stage of development is reached when services produced by the library association - and publications are a service - can be priced. In fact. it could be a good idea if also more developed library systems operated with modest booklets distributed free of charge in case informing of a new thing was considered vitally important for the development of the profession and the whole field.

I would suggest as a motto for publishing activities within library associations: make a profit, but never forget the library ideal.

Being wise afterwards.

If I had to start publishing in very difficult circumstances and with little funding, I would strongly consider to choose a year-book as my first publication. A year-book could become a unifying factor for various quarters of the profession and perhaps substitute for a journal, or make it possible to turn the journal (if problematic to produce) into a newsletter. The FLA started its year-book in 1983, 73 years after the association was founded!

Appendix

A list of books published by the Finnish Library Association grouped according to the categories presented in the paper. Year of publication in brackets. This is not a complete list of all FLA publications.

1. Handbooks to running libraries

The library handbook (1968), Handbook for running libraries (1977), The basis of library work (1984). The last-mentioned is out of print and a new edition is being planned.

2. Handbooks according to function

a) Hospital libraries (1944), Handbook to running hospital libraries (1962, 2nd ed. 1963), Handbook to running hospital libraries (1980). A new handbook to running hospital libraries is being planned.

b) Running bookmobiles in Finland (1969), The bookmobile handbook (1975), Book mobile standard (both in Finnish and in English 1980), Running bookmobiles (1985)

c) Handbook to music libraries (1964), Handbook to running music libraries (1978). A new handbook will come in 1986 or 1987.

d) Handbook to children's libraries (1978). A new handbook is being planned.

e) Handbook to audiovisual activities in libraries (1972), Special recording in the library (1985)

3. Management and planning

Forms of management and service in research and academic libraries (1974), Management and organizing functions in research and academic libraries (1984), Planning and development in libraries (1984), The library's information guide (1984), Finnish applications of library automation (1985).

4. Classification guides

Guide to classifying literature. Adaption of Melvil Dewey's decimal classification system. (1960, 2nd ed. 1962, 3rd ed. 1966) Classification guide (1975) Classification guide (1981), Basic facts in order to understand library classification (1984)

5. Who is who in librarianship

Who is who in librarianship (1955), Librarians in Finland (1968). Librarians in Finland (1974), Librarians and Information specialists in Finland (1981)

6. Selective book lists

Reference books and non-fiction. A book selection for reference in public libraries (1953, 2nd ed. 1957, 3rd ed. 1962), Selective list of good fiction translated into Finnish (1958), Foreign countries and nations. Selection of geographical and travel literature from 1931-1960 (1963), Selected periodicals. (Domestic and foreign periodicals for public libraries. (1964), For young adults. A selection of novels. (1964), Biographies and memoires (1964), Fiction translated into Finnish (1966). Historical novels and pictures of the time ((1968, new edition 1986). - In the 1970's producing selective book lists was transferred to Library Service Ltd.

7. The Year-book

Has been published since 1983. Includes 3-5 articles of current topics, presentation of new library buildings, library statistics, a bibliography of Finnish library literature and a list of main events in the library field. (English and Swedish summary, Statistics explained also in English and Swedish.

8. The library calendar

Was published in 1974-1977 by the FLA and then transferred to Library Service Ltd. The calendar includes addresses of all Finnish public and research academic libraries. plus addresses of relevant library field organisations (also abroad)

9. Exchange of views the serial on "Discussing the library"

Including i.a. Preliminary plans for the creation a general Finnish thesaurus. (1981), Public libraries and the new information technology (1985), Library concerts, Discussing music libraries. (1985), Looking for the idea of library work (1986).

10. Presentation of Finnish library activities
Libraries in Finland (in English 1965, 2nd ed. 1967, 3rd ed. 1971). Library and Information Services in Finland (English, Swedish, German and Russian. 1981)

11. Research related to the library field
The professional image of the librarian. A research report (1971), Libraries on the book market (1975), Investigation of libraries in municipalities with less than 20 000 inhabitants (1976), Public libraries 1969-1981. Development trends and influencial connections (1984)

12. Reports from meetings and seminars
IV Nordic Library Meeting in Helsinki 28-30.6.1936 (1937), VIII Nordic Library Meeting 4-7.8.1956 (1957), Advances in Library and Information Sciences in Finland. The Finnish share of XII Nordic library meeting publications. (1972)

13. The history of the library field and the FLA Pynninen's Legacy. The early history of the library movement in Finland (1946), Helle Kannila's life trees (1976), The information factors, The Finnish Library and a Swedish Association 1910-1985. (1985) (Includes an English Summary.)

14. Guides for municipal politicians involved with libraries
Guide for the library board (1960) Guide for the library board (1982). A new guide is being planned because the new Public Library Act came into force this year.

15. Translations into Finnish from other languages
Čubar'jan, O.S., General library science. A survey of Soviet library science and library systems (1979)

16. Presentation of Finnish children's and juvenile books and their authors
Books for children and juvenile. (1953, 2nd ed. 1959, 3rd ed. 1969, 4th ed. 1977, 5th ed. 1980. Finnish authors writing for children and juvenile I (1972), II (1975), III (1981) (Translated into Swedish)

IFLA GENERAL CONFERENCE, TOKYO

Division: Management & Technology

Section: Management of Library Associations

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WHY ANOTHER ASSOCIATION?: A Case for AMLA.

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WHY ANOTHER ASSOCIATION?: a Case for AMLA

We must define the word Association in context of the objective, the purpose or reasons for founding AMLA (African Medical Library Association) before we can justify its existence. The Webster Reference dictionary of the English Language (encyclopedic edition) defines Association as "a society, the members of which are united by mutual interests or for a common purpose". [1]

Much more, we need to dig howbeit, very cautiously, into the past before we can convincingly put may be any of our detractors to rest. Hence brief historical sketch is considered helpful and educating.

BELGRADE CONFERENCE

At the Fourth ICML (International Congress on Medical Librarianship) in September 1980, Belgrade, Yugoslavia through the financial sponsorship of the WHO Regional Office in Africa, - practising health science librarians from - African countries and for the first time, the largest number to attend the ICML since its inception. [2] The meeting was convened by the WHO to promote communication and discuss library cooperation and sharing of resources among medical libraries in Africa.

This was based on an earlier survey conducted by correspondence, titled "cooperative activity among medical and health science related libraries in Africa". We later held a crucial meeting where a Resolution which later turned out to be the early Conception of AMLA.

There were problems. The most persistent, is the opposition to growth of library services. But the most encouraging and not in the least, challenging aspect of it, is the subtle and steady support which members and potential members, continuously receive from those who strongly express even in words, at any convenient time, their unflinching support for the Association courses of action. For example, in the message sent to the Belgrade meeting by the Deputy Director General of the World Health Organization, he wrote:

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> "'Meet more often, talk more and write less'. Do not copy the scientists who think that they must publish or perish. Develop the traditional strength of oral communication". [3]

ARUSHA WORKSHOP

In August 1982, there was another opportunity through a workshop, internationally organized by the UNESCO, WHO and the DES for Senior Medical Librarians working in the Eastern and Southern Africa. As part of the recommendations forwarded to the sponsoring authorities it was recommended that the "idea of an Association of Librarians of medical libraries in Africa" which originated in Belgrade in 1980 should be given more publicity. Specifically, we all agreed that it was one of the means to "break the isolation" existing among healthscience librarians in Africa.[4]

But the most encouraging achievement at this meeting was the formal programme for cooperation among librarians. Shortly, thereafter, the first and only edition of the most important tool for library interlibrary cooperation a Union Catalogue of Periodicals Held in Seven selected Medical Libraries in East and West Africa[5] was published by the World Health Organization Headquarters in Geneva. Other relevant but invaluable contributions towards the founding of AMLA were the personal pleasure we derived from one another's company. Although the writer from West Africa and WHO Librarian from Brazzaville participated at the Workshop, it is significant that the Consortium among Medical Libraries which originated in Belgrade 1980 grew and waxed stronger there-after.

THE BIRTH/INAUGURAL MEETING

At exactly the 13.45 hours, on the 23 August, 1982 at the 50th IFLA Congress and General Meeting in Nairobi, Kenya, the formal founding of AMLA took place. There were 33 participants, represented by 27 foundation members from 9 Anglophone and Francophone countries in Africa, with 6 observers from the U.S.A. and the U.K. at the historic inaugural meeting. The preliminary work up to that time was the responsibility of an Ad Hoc Committee elected at the Belgrade Conference. It was this Committee that handled single handedly the publicity of AMLA and disseminated among the potential members relevant information regarding the Draft Constitution for AMLA.

(ii) The Objectives

These are spelt out in detail but by way of paraphrasing, they are:

(ii) Objectives are namely and broadly

(a) to promote, establish and improve libraries and information services from libraries and information centres for healthcare delivery;

(b) to monitor and improve standards for information and library professionals serving the healthcare industry;

(c) to provide opportunities through association for people wishing to contribute to the foregoing objectives

(a) covers institutional aspects, emphasizing our service orientation,

(b) deals with the professional desire to improve performance through seminars, workshops and relevant education and training programmes;

and (c) acknowledges the human side, that is our urge to meet to discuss common concerns.

(iii) FUNCTIONS

It is planned to achieve these objectives through regular biennial Congress and General Meetings. The first of such "togetherness" is stated to take place in Dakar, Senegal in February 1987. The Local Organizing Committee had held its first meeting and the Announcement is being made. But assistance is required to mount an Exhibition of library materials and supplies. As the majority of suppliers of books, journals and other library equipments are based in foreign countries, the organization of the type of Conference envisaged, becomes more complex.

Furthermore, a Workshop is also being planned as part of the Congress. It is believed that more participants will be released to attend particularly when the majority of members are now staff of academic institutions e.g. Medical Schools, Colleges of Medicine, Research Institutes. The educational connotations of a Workshop is self-advertising and more appealing to administrators of academic Institutions in Africa and from experience it is one of the requirements for sponsorship and funding of attendances at Congresses.

AMLA hopes to keep on publishing its Newsletter as a vehicle for constant communication, education and information for members and the encouragement of the potential members. Interlibrary activities including exchange of photocopies of journal articles, national bibliographies are the concerns of AMLA members.

SURVIVAL PROBLEMS

It is not sufficient to found an association but it is necessary and important to find the means to sustain and support the association. AMLA is very conscious of many of its handicaps but has a WILL to overcome all obstacles and problems and to SURVIVE.

In the effort, to expose and invite attention to AMLA's problems, it has been criticized as lacking in organization.

This criticism is accepted in good faith, provided that the full facts of AMLA's present wherewithal (finances etc.) are available to the party concerned. These include inability to communicate easily especially through correspondence by officials of the Association. Lack of financial support which has been compounded by general worldwide economic recession Current misconceptions of libraries and information services contributions to economic progress particularly and with relevance to present African situations. This is borne out of the fact that less than 30% of children are receiving or could receive basic education. There is also the language problems in English, French, Portuguese and some times German, Russian and Spanish all foreign with the attending Foreign Exchange problem and lack of international liquid currency within Africa.

Moreover, there are instances where librarians are ready to pay the full cost of attending professional Conferences but the request for leave of absence had been rejected. In addition, sometimes non-existent and where they are they are often under utilized and misused. [6]

It is the submission of this writer that librarianship in Africa needs to include "SALESMANSHIP" in some course contents such as the "Design of Publicity Posters in the training and education of the health-science library and information service professionals especially in developing countries. This is very important in order to promote not only the establishment and growth of libraries for health professionals but also the continuous financial and moral support particularly from health administrators and researchers. It is a fact that librarians many of whom work in isolated and undeveloped areas are often frustrated when for example he is not allowed to buy local postage stamps in efforts to promote interlibrary cooperation or purchase relevant tools such as Indexes and

abstracting journals for teaching students the use of libraries in literature search.

CONCLUSION

In summary, let me appeal to the IFLA membership in general and the relevant Sections, Divisions and Round Tables, jointly and severally, to welcome AMLA not with any fanfare but through a careful study and application of the sections of Statutes Rules of Procedure and Terms of Reference as amended at the 51st (Chicago, Illionois, U.S.A. 18 August, 1985) Council meeting. The Advisory Committees i.e. Round Table for the Management of Library Associations with terms of reference is concerned with namely:

> "(i) ... the role, organization, operation, administration of library and information science associations and their affairs ...
>
> (ii) ... provide a forum for the exchange of information and expertise (my own emphasis) for library associations in all parts of the world. It will serve as a channel by which expertise might be made available to developing associations of many cultures and nations
>
> (iii) ...further these objectives the organization of meetings, by undertaking research and investigations and by carrying out whatever other activities its members wish; ..." [7]

AMLA's First Biennial Congress and General Meeting referred to earlier provides the opportunity for a practical demonstration particularly through the Sections/Round Tables and/or Regional Professional activities. The question is What are IFLA's Proposals for AMLA's survival as a full-fledged association member?

AMLA is very hopeful and very willing to learn to be active partners in progress with IFLA in order to make libraries and information services available and useable in all places including the isolated healthcare professionals in the remotest part of Africa.

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The foregoing submissions and much more, are why the African Medical Library Association is founded.

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Section:

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MANAGEMENT OF CORPORATE LIBRARIES

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1. Introduction

Among Japanese special libraries, corporate libraris are the most advanced, especially in view of management, because all business enterprises always pursue the effectiveness of their own organizational units.

For the past several years, Japanese manufacturers are exposed themselves to very severe competition in markets both domestic and abroad, and seeking feasible plans for survival by making major efforts in development of new products and technologies, and making available every possible resource for research and development activities. Consequently, the following changes are conspicuous in information demand as well as information outputs.

(1) Information demand is diversifying, becoming complex and interdisciplinary with its volume and speed ever growing.

(2) Information outputs involve increasing volume of books, journals, patents, corporate technical records, and diversifying communication media.

The corporate technical libraries are typical indirect organizations to meet requirements of these information demand and outputs mentioned above. These libraries are affected by corporate policies to reduce the number of indirect organizations and strictly controlled of increase in both personnel and expenses. The followings are examples of corporate technical library's efforts to compensate for such difficult gaps.

(1) Active utilization of information services outside corporations.

a) Data base service

b) Other information services

(2) Improvement of efficiency by mechanization and office automation mainly by means of computers.

(3) Improvement of efficiency by bringing up and activation of quality people.

Current status of the management of corporate technical libraries in general as outlined above are the same for the most part despite some differences allowed depending on the size and field of businesses. As a general case in Japan, the following is a detailed description of the corporate library management at Matsushita Electric to which the auther belongs.

2. Outline of Technical Library*

The Technical Service Center, Corporate Engineering Division is responsible for rendering corporate-wide technical support to R & D divisions and technical departments of the product divisions. As a member of this center, our library also shares the role of the technical information center in behalf of the researchers and engineers of the Matsushita group including its affiliate companies.

Ever since 1933, Matsushita has employed the complete "divisional system", each product division has overall

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* The formal name of our organization is "Technical Information Services".

functions necessary for own business activities. Therefore, the technical informations are controlled by each division which has a section engaged in limited technical information activities required by such division. Through these sections functioning as liaison branches, technical information services are provided to engineers as end users.

Historically, we started out as a small reference library of the Central Research Lab. So, we play a role of the library of the Central Research Laboratories, and researchers of the laboratories receive the technical information services directly from us.

Now, our library is consisted of five men and nine women, a total of fourteen persons. This figure is average as compared with the business scale.

3. Management of the library

3.1 Philosophy

Our philosophy of activities aims at "the technical information services to contribute to the corporate activities". That is to say, the significance of our library can not be perfected until the technical information services provided by us are utilized effectively by users in the activities of research, development, and production of our company.

While we maintain our user oriented attitude, we are not limited to passive performance in meeting requirements of the users but also are continuing our efforts in active development of the latent needs of our users.

3.2 Management practice

Action plans for implementation of our user oriented philosophy are as follows.

(1) Integration of technical informations ... Comprehensively controlled by the library are all kinds of technical information required by the technical divisions in the organization including books, journals, patent publications, standards and specifications, laws and regulations, technical reports and internal technical records. Upon approaching to us, users can access to services from online retrieval to reading and reprographic service of original materials.

(2) Diversification of communication media ... The library functions as the technical information center of Matsushita group. Therefore, the technical information services must also be provided for product divisions scattered around the world. To provide new information through printed media, nine kinds of announcement publications are edited and circulated in addition to SDI services by magnetic tapes of JICST.

(3) Improvement of efficiency ... The most important as well as difficult task in the management of corporate libraries is to improve the cost-performance.

As to the cost-performance ratio, it is not difficult to grasp the cost accurately, while it is extremely difficult to evaluate the performance. For example, such performance cannot be determined simply by the number of announcements delivered. In addition, evaluations of performance by way of questionnaire is not always reliable. We,

therefore, have been employing a charged basis information service system since 1963 in order to eliminate unnecessary and nonessential services and to secure the resources for truly effective library activities.

By this attempt, information services without user's satisfaction will be combed out and be subjected to the most stringent evaluation.

Other effective plans include promotion of office automation mainly using computers and active introduction of external information service facilities.

(4) Activation of staff ... To develop and offer reliable technical information services for users, it is desirable to make every staff member carry out one's work self-actively and vividly. To achieve this, the following measures are taken.

1) Management by goal

2) Suggestion system

(5) Enhancement of the library images ... To demonstrate information services reliable for our users, the development in advance to find out the needs of users is necessary. For this purpose, we took active lead in mechanization and installation of office automation equipment well ahead of competitors and other divisions within our organization. These are as follows:

1970 ∿ : Microfilm patent retrieral system.

1977 ∿ : Introduced external online retrieval system.

1983 ∿ : Developed in-house online system.

1984 ∿ : Utilization of optical disk system.

Develop the traditional strength of oral communication".

4. Computer application

Proper use of computers is very important to cope with increasing volume of information and number of users. The following efforts have been made on a long term basis.

4.1 Outline

It was in 1968 when we started an investigation to make use of computers for the technical information activities. In Europe and U.S.A., computers are utilized with less difficulties than in Japan, where characters used are so different that there were many inherent problems. On the following bases we put computers to practical use.

1) External information ... Massive outside information are not input into computers of the company by ourselves but published machine readable media such as magnetic tapes are effectively used.
2) Internal information ... For information generated within the company such as technical reports, input and retrieval systems should be developed by ourselves in-house to provide compatibility with the machine readable media of 1).
3) System development ... Not all the required systems will be developed within the company but effective means which are available will be utilized to the utmost. (For example, through introduction of the software for Japanese Automatic Keyword Acquisition System developed by JICST.)

4.2 Main system

Systems developed within our library include the followings.

1) Batch Information Retrieval System (SDI Service) (1968 ∿)
2) Kanji* Editing System for "Monthly Technical Report Announcement" (1975 ∿)
3) Kanji Editing System for "Collective Periodicals List" of Matsushita Group (1977 ∿)
4) Integrated Book Cataloging System (1978 ∿)
5) Online Circulation and Cataloging System (1984 ∿).
6) Corporate-wide Online Information Retrieval Network System (1985 ∿)

4.3 Self-made development system

Electronic data processing system for these technical information was started along the right line through the cooperations of Computer Application Group of our Central Research Laboratories and so forth.

Subsequent developments such as of the Kanji processing system were made by the staffs (two engineers) of our library through their continuous and elaborate efforts.

This self-made development system accepted by our top management is considered to have been an important factor that achieved the success today.

In addition to the above, our company makes research and development, and manufactures information processing

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*Japanese character

equipment by ourselves. This is very favorable for us because we can participate from users' view point in the product development and evaluation of the engineering prototypes.

In consequence, all the main systems developed are more economical than the systems not based on computers or computer based systems using commercially available software.

5. Conclusion

As a general example in Japan, the corporate library management at Matsushita was described above. Regretfully, very few corporations in Japan place importance on and fully recognize the role of libraries, and the number of library staff and increase in expenses are controlled severely.

To overcome such conditions, strenuous efforts should be made on the part of individual library to create effective and new activities. It is considered essential that mutual enlightenment and cooperation be extended beyond the boundary of business enterprises while securing support and assistance from other special libraries to satisfy users and improve contribution to corporate activities.